




Finance Department Business Plan

Fiscal Years: 2012 and 2013
(10/1/011 through 9/30/13)

Approved by:


Graciela Cespedes,
Finance Deputy Director


Edward Marquez,
Deputy Mayor / Interim Finance Director

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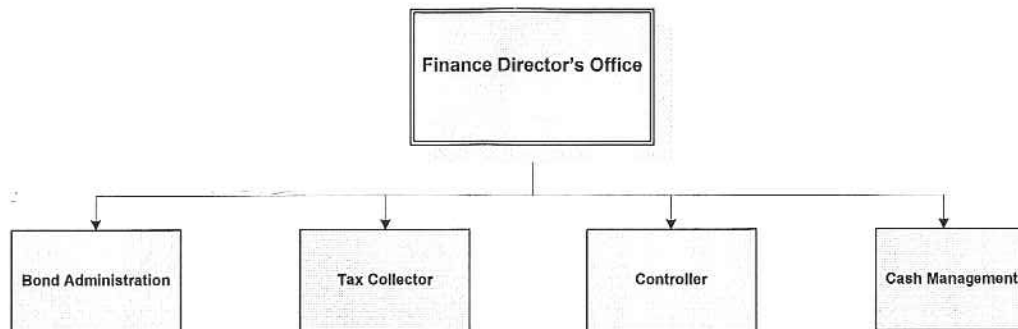


DEPARTMENT OVERVIEW

Department Mission

The Finance Department delivers accurate financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management services, tax collection and distribution, and the collection of delinquent accounts for various County departments.

Table of Organization



Strategic Alignment Summary

- | | |
|-------|--|
| GG1-2 | Develop a customer-oriented organization |
| GG2-1 | Attract and hire new talent |
| GG3-2 | Effectively deploy technology solutions |
| GG3-3 | Improve information security |

Our Customers

Customer, customer groups, and market segments needs are identified and determined by Federal, State, and County statutory mandates. In addition, internal customers are listed below:

1. Information Technology Department – systems support (across the Finance Department)
2. County Attorney's Office – legal support (across the Finance Department)
3. Property Appraiser's Office – Annual Tax Roll (Tax Collector's Division)
4. Clerk of the Courts – Tax Deed Sales, payments, Tax Collector's Division, Controller's Division, and Cash Management Division.
5. Internal Services Department
 - a. Procurement Management – support for procurement processes (across the Finance Department)
 - b. Printing tax bills and facilities management (across the Finance Department)
 - c. Human Resources – payroll process, recruitment, retention, labor management, and succession planning (across the Finance Department)
6. 311 Answer Center, Web Portal, Secret Shopper (across the Finance Department)
7. Office of Management and Budget – support for rating presentations and budget appropriations (across the Finance Department)



KEY ISSUES

1. Replacement of legacy systems with cohesive, standardized countywide financial systems and processes

The County's general ledger system, Financial Accounting Management Information System (FAMIS), is a mainframe legacy system first implemented over 30 years ago. It is used by over 22 Departments with over 3,000 users. The majority of the County's accounting transactions are processed in the system including vendor payments. The information is used in the preparation of the County's Comprehensive Annual Financial Report (CAFR) and all other Federal and State required financial reporting.

The budget system interfaces to the general ledger to enable budget control at various organizational levels. The County's Procurement Systems (ADPICS) is integrated with FAMIS; the systems share the same chart of accounts and vendor file, and most vouchers originate in the ADPICS Accounts Payable subsystem. The Payroll system also interfaces with FAMIS. Although the FAMIS suite of modules has been upgraded and its functionality enhanced throughout the years, its limited reporting capabilities restrict it as a tool to help managers meet the County's changing and growing financial information needs.

The Finance Department deals with problems related to document storage and retrieval as a result of multiple systems and very large databases. Cross-referencing information and required research is tedious and slow, requiring extensive labor when information is needed. A centralized Electronic Content Management system will save costs on browser software, reduce voluminous paperwork, improve file accessibility and improve workflow.

2. Economic and financial market uncertainties

Instability of certain market sectors (asset backed securities) may impact the County's ability to invest in certain security instruments resulting in lesser returns. We continuously monitor the marketplace in consultation with an investment adviser to place investments in prudent and secure instruments.

The volatility of the financial markets may impact the County's ability to issue debt. Monitoring of investments in other debt instruments such as swaps and a commercial paper program is important.

Continued downturn in the real estate market may affect taxpayers' ability to pay real estate taxes, which may result in additional tax certificates available for purchase. This combined with the instability in the financial markets could reduce the number of investors willing to participate in our tax certificate sale resulting in higher interest rates to property owners and/or unsold tax certificates. We continue to expand public awareness of available alternative payment programs, important deadlines and discount periods. We also work with entities like the National Tax Lien Association to showcase Miami Dade County's creditworthiness and efficient redemption process.

3. Succession Planning

We have been proactively managing our succession plan for the Department; a number of our executive team is in DROP or eligible to retire within the next five years. We are in the process of mitigating the skill gaps, attempting to expand the talent within the Department by analyzing gaps in staff skills as we fill positions. We offer cross-training and rotation opportunities. The successful recruitment and hiring of competent personnel minimizes the impact to our daily business processes, and ability to deliver excellent services.

PRIORITY INITIATIVES

Many of the Finance Department's projects scheduled to take place in FY 2011-12 will extend into FY 2012-13 as well. Some of the key projects expected to begin or continue in FY 2012-13 include:

1. Support a Countywide financial management system. Commence implementation of accounts payable shared services document workflow. Complete implementation of a new, state of the art Tax Collection and Billing system to replace the legacy based system in place over 20 years.
2. Improve financial monitoring by strategic area to provide better day-to-day management information. Expand use of electronic content management technology to improve processing time for research requests and reduce backlog.
3. Continue to expand public awareness of available alternative tax payment programs. Monitor, track, and promote on-line services and payment activities. Expand web inquiry and service capabilities for citizens, customers, County vendors, and loan recipients.
4. Continue debt issuances as needed and continue general obligation bonds for approved projects.

FUTURE OUTLOOK

The Finance Department is focusing on implementing several key technological projects including an Accounts Payable (AP) Workflow system resulting in expanded use of technology which includes an Electronic Content Management system to reduce and ultimately eliminate paper files; and a way to expedite approval paths for vendor payments; replacement of fast payment processors to assist with the Tax Collector's payment process; and replacing various components of the Tax Collector's systems for an integrated solution.

We have been proactively managing our succession plan for the Department; a number of our executive team is in the Deferred Retirement Option Program (DROP) or is eligible to retire within the next five years. We are in the process of mitigating the skill gaps, expanding the talent within the Department as possible, analyzing gaps in staff skills as we fill positions. It becomes more difficult to find competent skills for future workforce as recruiting outside of current County employees is limited. In order to mitigate some of this impact, we have cross-training and rotation opportunities.